

## Strategic Perspective #4: Resource Management

### **Objective 4.3: Recruit and Retain a Talented and Diverse Workforce**

#### Objective Summary:

- With only minimal hiring for the past few years, PRD has focused efforts on finding improvements to the recruiting and hiring process. This is vital as hiring began ramping up again in FY14, due to impacts from DRP retirements. The process has been streamlined in a number of respects, but logjams tend to occur at the point of the polygraph exam – due to staffing needs in that unit.
- The target audience for recruitment by FCPD is one that is generally very IT savvy. As such, prospective recruits expect to be able to interact with the agency through electronic means in a variety of ways. The Department must continually look for ways to adapt technology to actively promote the agency, as well as to facilitate the hiring process.
- The Department has historically supported several youth programs focused on serving teens and young adults who could be recruited as future officers. These include the Cadet Program, the Police Explorer Post, and various criminal justice programs in FCPS.
- As the population of Fairfax County continues to become more diverse, it is imperative that the sworn staff come as close as possible to reflecting the diversity of the community they serve. Doing so has the effect of increasing both organizational effectiveness and legitimacy. With a growing and maturing set of ethnically diverse communities in the County, the Department needs to reach out and establish relationships with these communities to support the diversity recruitment goals. The establishment of the Chief's Diversity Council in FY14 is a good first step in this outreach – which will be developed fully

#### FY15 Strategies:

**Strategy 4.3.1: Seek systemic improvements to enhance the recruiting and hiring processes.**

**Strategy 4.3.2: Continue to use technology to support and enhance recruitment and hiring**

**Strategy 4.3.3: Continue to support youth programs to encourage future recruits.**

**Strategy 4.3.4: Continue to enhance the recruitment of diverse officer candidates.**

#### Objective 4.3 Key Success Measures:

- Overall Sworn Vacancy Rate: **4.8%** (as of April 2014)
- EEO Protected Class Representation in sworn staff: **27.6%** (as of February 2014)

Objective last updated: July 25, 2014